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ARBS NEWS

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DoN Automated CPARS Reaches New Heights

DoD models CPARS with recently deployed automated system

In November 1997 the Office of Under Secretary of Defense for Acquisition Reform mandated that the Services begin collecting past performance report cards and to use this performance information in source selection for future contracts. In the same month, the Department of Navy (DoN) Past Performance Team was established and their first task was to develop a guide for a collection system, which was later completed in January 1998. This Department of Navy Contractor Performance Assessment Reporting System (CPARS) guide was developed strictly for collection of paper forms with no real plan for an automated system or any type of centralized collection system. The Naval Sea Logistics Center (NSLC) Detachment Portsmouth learned of the guide the DoN Past Performance Team was developing and felt that they could develop an automated system based on prior experience and solid knowledge of past performance collection. In February 1998, the NSLC briefed the Navy team on the proposed automated collection system, received approval for deployment, and two months later the system was deployed in April 1998. In June 1998 central funding and management of CPARS for DoN was assumed by EA-21 with NSLC assigned as the initiative manager.

Since April 1998, there have been five major releases to the Web-based application known as the DoN Automated CPARS. CPARS is a Web-enabled application that collects and manages the Navy library of automated CPARS. A CPAR assesses a contractor's performance and provides a record on a given contract for a specific period of time. Each assessment is based on objective facts and supported by program and contract management data.

More than 3,300 CPARS report cards have been completed or are in process since the system was launched in 1998 for over $200 billion in contracts and delivery orders. A majority of respondents to a recent survey indicated that CPARS is seen as a catalyst for improved communication and contractor performance. Information on CPARS includes contractor comments and information on all contracts, not just successful ones.

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METRICS UPDATE

Overall DoN is making continual progress. We achieved the 90% paperless goal in the area of solicitations. An increase of 6% is needed to achieve 90% in award/modification distribution. Overall, we are at 71%.

Questions? Call the metrics help desk at (703) 607-3234.

Following a recent visit to NUSC Newport, NSLC Portsmouth, ASN RDA ABM, and NAVAIR by a representative of the Australian Department of Defense, Australian officials are considering modeling a past performance collection and retrieval system after the DoN CPARS system.

After much success with the DoN system, the Department of Defense (DoD) launched the DoD Past Performance Automated Information System (PPAIS) 28 July 2000. The Navy (NSLC is the project leader) has been working with the Army, Air Force and Defense Information Support Agency (DISA) to incorporate automated (or semi automated) report cares collected by each service/agency.

PPAIS is an automated warehouse and retrieval application that allows DoD source selection officials to enter one site to retrieve report card information on the performance of DoD contractors. There are currently 8,600 report cards in the system representing $300 billion in contracting actions.

DoD users have been quick to access PPAIS on the Web with more than 850 queries from dozens of users recorded since deployment at the end of July 2000. New DoD groups are signing up daily and membership within the groups is growing as group owners grant access to individuals who will eventually number in the thousands across DoD. The central contractor module that allows contractors to access their own data is expected to be ready by Q1 2001, with operations and support, security, links and other system enhancements added over the next several years.

Operational Architecture & Metric Analysis Tool

In last month's newsletter article we discussed the Assistant Secretary of the Navy's (Research, Development and Acquisition) memorandum requesting that all ACAT I and II program managers use the Operational Architecture and Metric Analysis Tool (OAMAT) to complete IDE metric reporting for their programs by 30 September 2000. This month's article reviews the salient features of the OAMAT so that readers can become more familiar with how the software functions.

The Web-enabled Operational Architecture and Metric Analysis Tool (OAMAT) uses an Acquisition Process Operational Architecture framework to assess IDE metrics for nine key functional areas in a manner that is recognizable not only by Navy program managers, but also by their Army and Air Force counterparts. The nine functional areas are as follows:

1. Acquisition Program Management
2. Systems Engineering
3. Software Management
4. Manufacturing and Production
5. Acquisition Logistics
6. Test and Evaluation
7. Business and Financial Management
8. Contract Management
9. Office Administration

This acquisition process operational architecture framework enables the planning and assessment of developing IDEs in a manner that is reasonably consistent across program management offices so that an IDE metric can be reported. Using the Web-based OAMAT software tool, the program management team can collectively determine the IDE process relevance, process weight, current level, and target level for each specified sub function of the nine function Acquisition Process Operational Architecture Framework. With this data, the OAMAT calculates a target IDE level for each program, the percent of progress towards this target level, and the relevance to the program office of each of the nine functional areas; and establishes IDE baselines for each program office, identifies the best IDE practices in use today, and provides an opportunity to leverage the IDE investment by exporting the best practices across the Navy and ultimately DoD.

The primary focus of the OAMAT is to assess the progress acquisition program offices are making towards achieving their target IDE maturity level. Following this approach, program managers (or a designated representative) will use the OAMAT to do four things:

- Self-assess their current level of IDE maturity,
- Self-assess their target level of IDE maturity (by the year 2002),
- Assign a Process Weight to each of the "core sub-functions", and
- Rate a process' relative importance to the program by ranking each of the "core sub-functions" on a Process Relevance Scale of 1 - 5.

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Once the OAMAT obtains this data, it will calculate a metric value that represents the program office's progress towards achieving its 2002 target level of IDE. This approach does not address individual "Program Office Performance" types of metrics (i.e., those metrics developed to assess the benefits realized by an individual program office as a result of developing an IDE). Rather, it tracks a program office's progress towards achieving more sophisticated levels of IDE maturity. The levels of IDE maturity, process weighting, and the process relevance scale are discussed in the following sections:

Using the OAMAT, program managers self-assess their current level of IDE maturity for each of the "core sub-functions" presented in the proposed acquisition operational architecture. Program managers also self-assess their target level of IDE maturity (by the end of 2002) for each of these "core sub-functions". There are five proposed levels of IDE maturity that program managers will self-assessing against. These five levels are:

• **Level 0: Paper-Based Organization** - For all practical purposes, all processes, program management activities, documents, and data are paper-based. E-mail is not available, networks are not utilized, and automation is not a factor in the day-to-day program management activities.

• **Level 1: Electronic Data Transmission** - Limited automation exists. Data and/or documents may be electronic, but they are not accessible via network, nor are they typically shared via e-mail. Data sharing is typically one-way ("Push") via physical media (e.g. diskette, CD, etc.). Relevant processes are essentially paper-based.

• **Level 2: Electronic Data Exchange** - Data and/or documents are electronic but not accessible via network. Sharing is routine, but limited to e-mail or similar vehicles (e.g. modem transmission, FTP transfers, etc.). There is no network sharing, collaboration, or integration of data, documents, or applications. Few processes have been reengineered to take advantage of automation capabilities.

• **Level 3: Local Workflow Enabled** - Data/documents are electronic and accessible via network from both inside and outside of the organization. Data is managed bi-directionally ("Push/Pull") to enable two-way sharing. Network access is controlled, but authorization is routine and timely when justified. Processes have been reviewed and some reengineering has occurred. However, there is little integration of data used in multiple processes. Legacy data is on the network, but the applications that provide necessary functionality are not made available along with access privileges.

• **Level 4: Fully Integrated Workflow** - Data/documents are electronic and accessible via network from both inside and outside of the organization. For authorized users, there is full sharing between processes, programs, applications, functional areas, and organizations. Collaborative web tools/workflow tools facilitate the use and development of data/documents. Software tools are available to authorized users via the network to provide remote users with full utility of the data/documents accessed. Processes have been reengineered to take maximum advantage of automation. Legacy data is available on the network along with the applications that provide necessary functionality. A fully integrated digital environment is available and accessible to those with authorized access.

In addition to self-assessing current and target levels of IDE maturity, program managers will also be required to assign a "Process Weight" to each of the "core sub-functions" in the operational architecture framework. This process weighting approach is performed to indicate the relative amount and/or complexity of the data and processes associated with each "core sub-function." It is used to account for the inequity of treating complex activities involving many organizations and much data in the same ways as simple activities involving a few organizations and a single document or a few data elements. Using the OAMAT, program managers assign one of the six following Process Weights, 0.0, 0.2, 0.4, 0.6, 0.8, and 1.0, to each of the "core sub-functions:" Each progressively larger weighting value represents a higher level of complexity. These weights are assigned based on an assessment of: 1) The amount of data/documentation involved in or produced by the process; 2) The number of organizations that contribute to, utilize, or need access to the data/documentation; and 3) The complexity of the process, data, or software necessary to utilize the associated data.

Much like Process Weights are assigned to each of the "core sub-functions," a "Process Relevance Rating" is assigned to profile which functions and activities are most relevant to individual program offices from the present time to 2002. The Process Relevance Rating provides a program manager with the opportunity to tailor the operational architecture to his/her program's specific requirements within this timeframe. For example, programs early in concept exploration may not need to expend resources in the next few years to automate processes related to product upgrade, fielding, or other activities typically applicable only after fielding. Alternatively, programs well into fielding may not need to expend resources on automating processes related to early acquisition activities. Also, some processes may not be relevant to every program. Only processes relevant to a program in the required "planning window" need to be addressed.

The Process Relevance Rating will be performed on a scale of 1 - 5 as follows:

1	2	3	4	5
Not Relevant to PMO	Minor Relevance to PMO	Moderate Relevance	Significant Relevance	Major Relevance to PMO

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As the program manager (or other designated user) enters the current and target IDE maturity levels, the process weight values, and the process relevance rating for each of the "core sub-functions", the OAMAT calculates the overall metric value for the Program Office. The metric value represents the program office's progress towards achieving its target level of IDE maturity. It is calculated by applying the process weights to the current and target levels of IDE maturity for each of the "core sub-functions" and then dividing the sum of the current level of IDE maturity by the sum of the target level of IDE maturity. The algorithm below best illustrates this approach:

$$MV = (C_iW_i / T_iW_i)$$

Where:

- **MV** is the "Metric Value." It is the value that is calculated to represent he program office's progress towards its target level of IDE maturity by the year 2002.
- C_i is the current IDE maturity level for the i^{th} "sub-function."
- T_i is the target IDE maturity level for the i^{th} "sub-function."
- W_i is the weighted average value of the i^{th} "sub-function."

In addition to the metric value, the OAMAT also calculates the program office's overall target level of IDE maturity (by 2002); the program's average process weight; and the average process relevance rating for each of the nine core functions.

OAMAT Data Summary Report

On 2 October 2000, an evaluation and review of all the IDE metric data that has been entered into the OAMAT database by the ACAT I and II program offices will commence. This process will result in a report to the EA-21 program manager that will be highlighted in future articles.

DoN ICS Expo A Success

On 19 September 2000, EA-21 hosted the Department of Navy Integrated Contracting Systems Expo at the Xerox Document University in Leesburg, Virginia. The Expo featured a demonstration of the Department of Navy Acquisition Multiplex (MULTIPLEX), an integrated contracting system that was developed for the single point of entry architecture proof of concept. The DoN ICS Expo was well attended, with over 100 government acquisition officials, including representatives from across the Department of Defense, the Navy, the Marine Corps and the Air Force. In addition to government officials, numerous representatives from industry were present as well.

During the morning session, the functionality of the MULTIPLEX was demonstrated which showed how the system could enable a seamless, Web-based, end-to-end acquisition process for the end user. The demonstration included a tour of the basic functionality included on the MULTIPLEX desktop, an example of a micro-purchase using a commercial procurement tool and an example of how a delivery order could be written off of an existing services contract vehicle. The demonstration was followed by briefings by each of the systems offices that participated in the proof of concept. The briefings provided attendees with an overview of their respective applications and their current status.

In the afternoon session, attendees were able to explore the functionality of the MULTIPLEX through hands-on use of the system. This session provided the opportunity for attendees to run through scenarios using the systems integrated within the MULTIPLEX. Throughout the afternoon, briefings were provided on issues central to implementing Integrated Contracting Systems architectures, including application integration, security, catalog management and business intelligence. Additionally, booths for each of the participating systems offices were set up to answer questions regarding their specific applications.

Each attendee received a copy of the briefings that were given, as well as a lessons learned document that discussed the approach that was used for the proof of concept, as well as insights gained by EA-21 during the course of the proof of concept.

EA-21 thanks each of the organizations that participated in the proof of concept, as well as the members of the AFP IPT and the Proof of Concept IPT. Listed below are the systems and the respective organizations that were included in the proof of concept effort.

Government		Commercial	
CPARS	NAVSEA	Buysite/Marketsite	Commerce One Inc.
DoD EMALL	JECPO	Mercator	Mercator Inc.
FASTDATA	ASN (FM&C)	SPS/PD2	AMS Inc.
NAFI	EA-21		
NECO	NAVSUP		
PR Builder	EA-21		

For more information on this EA-21 Program Enterprise Initiative contact Ms. Gale LeGrand Williams at (703) 601-0248 or e-mail her at Gale.Williams@peoarbs.navy.mil . For more information about all of the EA-21 Initiatives visit our Web site at www.peoarbs.navy.mil.

AFP IPT Members Recognized at Expo

At the DoN Integrated Contracting Systems Expo members of the DoN Acquisition Functional Process IPT (AFP IPT) were recognized for efforts in pursuing the Single Point of Entry Architecture. RADM Jenkins and Gale Williams presented letters of commendation to the core members in the AFP IPT. In developing the DoN To-Be End to End process for Acquisition, the AFP IPT recommended the development of a "seamless, Web-based, single point of entry to the acquisition process for the end user." This was formalized in a Business Case Analysis and used as the basis for the Proof of Concept effort. Members cited at the Expo:

Gil Beckner	NAVSEA
Roger Henry	NAVAIR
Marv Hicks	Retired (formerly SSP)
Ann Howell	SPAWARSYSCEN Charleston, SC
Dan Lumpkins	SPAWAR
George Nolte	USMC – HQ
Bob Parillo	SPS PMO (formerly NAVSEA)
Frank Radocha	NAVSEA
Perry Rothwell	NAVAIR
Michelle Stevenson	SSP (formerly NAVFAC)
Dale Taylor	NAVAIR
Mary Thomas	NAVSUP
Monica Watkins	Department of Justice (formerly NAVSEA)
Clay Welker	NAVSUP

For more information contact Ms. Gale LeGrand Williams at (703) 601-0248 or e-mail her at Gale.Williams@peoarbs.navy.mil

Universal Interface

EA-21 and the Universal Interface (UI) team are identifying requirements for the UI solution, and are working with AMS and DoN claimants to identify the technical requirements for interfacing legacy PR systems and SPS. The UI initiative team visited claimants in August to gather requirements and feedback on the UI concept. These claimants were visited:

- NSWC Crane
- Theater Surface Combatant (TSC)
- NAVFAC HQ
- STRICOM
- Gulfport CBC

The UI IPT met on 6 September to discuss the UI concept, milestones, and the Web tool developed to capture the claimants' requirements. Results from this meeting:
1) Listed criteria for UI build 1, which will occur 9 October – 15 November 2000. 2) EA-21 initiative team demonstrated the Web tool and collected feedback from the claimants.

For more on UI and IPT dates, contact Debbie Streufert, UI, Initiative Manager at (703) 601-0246 or debbie.streufert@peoarbs.navy.mil

Initiatives Updates

PROCUREMENT REQUEST BUILDER (PR BUILDER)

PR Builder's latest release, v1.2d, was deployed on 29 September 2000. Version 1.2d incorporated the ability for USMC Fiscal Users to input Fiscal Information Pointer (FIP) data elements. The incorporation of this functionality is major step in the completion of the interface of PR Builder with the DFAS SABRS I system, which will allow for the funds commitment of contract purchases. Also, the release of v1.2d included numerous system enhancements to increase the scalability and system response time. Future releases of PR Builder will include strong password, SABRS I interface, SPS interface, PR archive capability, and display of contract award information.

EA-21 held the PR Builder September IPT on 20 September 2000. The IPT included representation from Marine Corps SYSCOM, NAVSEA, and NAVAIR. A status review of the v1.2d release was conducted and initial requirements for the next version release were established. The IPT also severed as the kick-off of the Long Procurement Request (LPR) focus group review. The group reviewed the current functionality of the LPR. The group also conducted a summary review of the LPR data element characteristics.

For more information concerning the PR Builder system functionality and IPT dates, please contact Debbie Streufert, Initiative Manager at (703) 601-0246, or debbie.streufert@peoarbs.navy.mil

NAVY AIR FORCE INTERFACE (NAFI)

Following the recent release of NAFI v3.2, the next major release to be scheduled is v3.3. Due to the end of the government fiscal year, the release of v3.3 has been postponed. Version 3.3 will fine-tune the database to accommodate interaction between claimants, activities, and ship-to sites. In addition to implementing security requirements, v3.3 will enhance user registration to allow for customized registration using each services standard terminology. Also, v3.3 provides a "Favorites" section to the users' profiles, which will be used to pre-fill certain fields when using the application to create contracts and modifications. Additionally, v3.3 will allow multiple phone number fields and international numbers.

For more information concerning NAFI system functionality and IPT dates, please contact Debbie Streufert, Initiative Manager at (703) 601-0246, or debbie.streufert@peoarbs.navy.mil

Coming Events

PR Builder IPT, 1 November

UI IPT meetings will be held on the first Wednesday of every month.

TechNet Asia-Pacific 2000, 5-7 December, Honolulu, Hawaii

Note: The EA-21 calendar of events has been updated and reposted on the Web site. Please refer to this calendar for more information about upcoming events.

ACRONYMS

AMAS	Acquisition Management Automated System
AMS	American Management Systems
ARBS	Acquisition-Related Business Systems
BPR	Business Process Reengineering
CPARS	Contractor Performance Assessment Reporting System
DCMC	Defense Contract Management Command
DEPSECDEF	Deputy Secretary of Defense
DSMC	Defense Systems Management College
DFAS	Defense Finance and Accounting Service
DoD	Department of Defense
DoN	Department of the Navy
EA-21	Electronic Acquisition for 21st Century Program Office
EPG	Electronic Procurement Generator
EFE	Electronic Front End
IDE	Integrated Digital Environment
IPT	Integrated Product/Process Team
NAFI	Navy Air Force Initiative
NSTL	National Standards Testing Laboratory
NECO	Navy Electronic Commerce Online
OSD	Office of Secretary of Defense
PCWIPT	Paperless Contracting Working Integrated Process Team
PEO ARBS	Project Executive Officer, Acquisition Related Business Systems
PKI	Public Key Infrastructure
PR Builder	Procurement Request Builder
SPS	Standard Procurement System
SPS-UI	Standard Procurement System Universal Interface
WAWF	Wide Area Work Flow

EA-21 POC LISTING

Brian Reily, Program Manager
brian.reily@peoarbs.navy.mil,
(703) 601-0245

Debbie Streufert, Deputy Program Manager
debbie.streufert@peoarbs.navy.mil,
(703) 601-0246

Gale LeGrand Williams, Business Systems Architect
gale.williams@peoarbs.navy.mil,
(703) 601-0248

Donna Seymour, Strategic Integration/Communications
donna.seymour@peoarbs.navy.mil,
(703) 607-3227

Initiative Managers

Debbie Streufert, NAFI, PR Builder
debbie.streufert@peoarbs.navy.mil,
(703) 601-0246

Stan Jones, NECO
stanley_w_jones@navsup.navy.mil,
(717) 605-3712

Roger Henry, SPS Universal Interface and WAWF Contract Closeout
roger.henry@peoarbs.navy.mil,
(703) 601-0249

Gale LeGrand Williams, AFP IPT and BPR
gale.williams@peoarbs.navy.mil,
(703) 601-0248

Wendell "Skip" Smith, CPARS
smithwt1@navsea.navy.mil,
(603) 431-9460 x451

Lt. Tim Afflerbach, WAWF Receipts and Acceptance
tim.afflerbach@peoarbs.navy.mil,
(703) 601-0241

Cdr. Paul Sekula, Business Financial Manager
paul.sekula@peoarbs.navy.mil,
(703) 601-0250

Metrics Help Desk
(703) 607-3234